MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2018/2019

BMG1014 – MANAGEMENT

(All sections / Groups)

7th MARCH 2019
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS:

1. This question paper consists of **TWO** parts in **6** pages (excluding the cover page).

2. Answer ALL questions.
   - Part A : Multiple Choice Questions (50 marks)
   - Part B : Essay questions (50 marks)

3. The total mark for this paper is 100 marks. This final examination will contribute 50% toward your grade in this course.

Section A: (50 MARKS)
Instruction: Answer ALL questions. Shade your answers on the OMR sheet.

1. Managers with titles such as regional manager, project leader, or division manager are _____.
   A) first-line managers
   B) top managers
   C) production managers
   D) middle managers

2. If your team quickly painted the wall but discovered afterward it was the wrong wall, your team would be _____.
   A) efficient but ineffective
   B) efficient and effective
   C) effective but inefficient
   D) neither effective nor efficient

3. Connie has an idea for a new product she would like to produce and market. Mintzberg would consider the activities necessary to form and launch her company to be part of the _____ role.
   A) figurehead
   B) resource allocator
   C) negotiator
   D) entrepreneur

4. The soccer league in England is notorious for the number of team managers fired over the course of a single season, which stands at no fewer than eight managers on average, owing to poor team form and consequently, poor results. It is evident from this information that the league endorses a(n) _____ view of management.
   A) symbolic
   B) omnipotent
   C) impotent
   D) omniscient

5. Which of the following factors is a demographic component of an organization's external environment?
   A) lifestyles and behavior of consumer
   B) political stability of the country
   C) education level of the population
   D) stock market fluctuations

Continued...

6. Under the concept of _____, the organization does what is required by the _____.
   A) social responsibility; competitive market
   B) social responsiveness; government
   C) socioeconomics; environment
   D) social obligation; law

7. A _____ is a formal statement of an organization's primary values and the ethical rules it expects its employees to follow.
   A) code of ethics
   B) mission statement
   C) values statement
   D) vision statement

8. Which one of the following statements is true regarding an organization's goals?
   A) All organizations share the single goal of making profits.
   B) Using a single goal such as profit may result in unethical behaviors by employees.
   C) A single goal is more efficient than multiple goals for defining an organization's success.
   D) Long-term success is ensured if managers emphasize only one goal for an organization.

9. Operational plans are usually _____.
   A) short term, directional and standing
   B) short term, specific and standing
   C) long term, directional and single use
   D) long term, specific and standing

10. In _____ integration, the organization gains control of its outputs by becoming its own distributor.
    A) diversified
    B) concentrated
    C) backward vertical
    D) forward vertical

Continued...

11. Farrah is calling her management team to review information about customer satisfaction gathered by an external research company. Farrah is engaging in _____.
    A) perfect rationality
    B) bounded rationality
    C) evidence-based management
    D) intuitive decision making

12. A company that decides to decentralize its sales procedures is managing _____ changes.
    A) structural
    B) people
    C) strategy
    D) technological

13. A _____ personality is characterized by chronic feelings of time urgency, an excessive competitive drive and difficulty accepting and enjoying leisure time.
    A) Type X
    B) Type Y
    C) Type A
    D) Type B

14. Organizational design is a process that involves decisions about _____.
    A) work specialization and cost-leadership
    B) chain of command and span of control
    C) centralization and differentiation
    D) departmentalization and diversification

15. Eric works with a team that includes production workers as well as marketing specialists to design the latest products the company was planning to offer. This implies _____.
    A) the company is becoming more centralized
    B) that Eric's job responsibilities have been reduced
    C) the company is becoming more mechanistic
    D) that Eric is a part of a cross-functional team

Continued...

16. Which one of Fayol's 14 principles of management states that a person should report to only one manager?
A) work specialization
B) unity of command
C) division of work
D) division of authority

17. Group Z has been meeting for one month and is having some difficulty appointing its leader. At least three individuals are qualified to keep the group's focus on its objectives, but the group has yet to decide which person will lead. Group Z is at the _____ stage.
A) forming
B) performing
C) storming
D) norming

18. Five employees on the production line working together determine which person is performing which tasks, who becomes a member of the team, and what resources are needed to accomplish the work. These employees do not have a specific leader. These employees comprise a _____ team.
A) problem solving
B) self-managed
C) virtual
D) functional

19. George has prepared a memorandum explaining the objectives of the work team. Some of the members of team have come to George to ask for clarification about the memorandum. This represents the _____ aspect of the communication process.
A) noise
B) channeling
C) filtering
D) feedback

20. By the time Sandra had finished her presentation to the employees, she had spoken for nearly two hours and had shown 21 visual aids. However, nobody seemed interested to ask any question. The employees were probably dealing with which one of the following barriers to effective communication?
A) information overload
B) selective perception
C) defensiveness
D) cultural constraints

Continued...

21. Fiedler's contingency leadership model assumes that _____.
    A) an individual's leadership style is essentially fixed
    B) an individual's leadership style must be task oriented to be effective
    C) an individual's leadership is primarily determined by the features of the followers
    D) an individual's leadership style can be altered much like his or her personality traits

22. Sam is the manager at a department store. He has 20 employees working for him who are mostly unhappy with the way he threatens them for even minor errors. Which one of the following statements is likely to be true about Sam?
    A) Sam is a transformational leader.
    B) Sam is using coercive power to get the job done.
    C) Sam is using laissez-faire leadership style.
    D) Sam is using referent power to get the job done.

23. Matthew is worried that he will not be able to pay his house rent and feed his family since he lost his job. Which one of Maslow's levels of need is a concern to Matthew?
    A) self-actualization
    B) esteem
    C) psychological
    D) physiological

24. According to Herzberg's two-factor theory, which one of the following is a hygiene factor?
    A) recognition
    B) advancement
    C) working conditions
    D) responsibility

25. McClelland's theory is based on which of the following needs?
    A) achievement, power and affiliation
    B) stability, growth and security
    C) achievement, stability and safety
    D) control, status and power

Continued...

Section B (50 MARKS)
Instruction: Answer ALL questions.

Question 1

a) Describe the three (3) main types of managerial skills identified by Robert Katz. Which skills are most important to each level of management? Elaborate your answer.
(9 marks)

b) There are seven dimensions that capture the essence of an organization's culture. With relevant examples, explain any five (5) dimensions of an organizational culture.
(10 marks)

c) List and briefly explain the three steps managers typically utilize in the control process. Provide a suitable organizational example to highlight your answer.
(6 marks)

[25 marks]

Question 2

a) With the aid of a diagram, discuss the Boston Consulting Group (BCG) matrix.
(12 marks)

b) Discuss structured problems, programmed decisions, unstructured problems, and nonprogrammed decisions. Provide workplace examples to support your answer.
(8 marks)

c) In a short essay, differentiate between transactional and transformational leaders.
(5 marks)

[25 marks]

End of Page